

**I DIDN'T KNOW THE FIRE DEPARTMENT DID THAT: DEVELOPING A CITIZEN'S  
FIRE ACADEMY FOR THE CASTLE ROCK FIRE AND RESCUE DEAPRTMENT**

EXECUTIVE DEVELOPMENT

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## ABSTRACT

The problem is that the Castle Rock Fire and Rescue Department does not have an effective public information, education, and relations (PIER) program regarding the fire department operations to reach the adult population within the Castle Rock community.

The purpose of this Applied Research Project (ARP) is develop a formal Citizen's Fire Academy to improve PIER effectiveness for adults within the Town of Castle Rock.

Action research methods were used to answer the following questions:

1. How long should the Citizen's Fire Academy be in terms of number of weeks?
2. What is the size of class that should be allowed (number of citizen's in each class)?
3. What subjects should be covered in the Citizen's Fire Academy?

The research for this project included a survey to members of the Metro Denver Fire Chiefs Association, a review of EFOP ARPs on the subject of Citizen's Fire Academies, a review of recent publications/manuals on public fire education/services, and a review of Citizen Fire Academy programs currently in-service as a result of an Internet search "Citizen's Fire Academies." The goal of the procedures of this ARP was to obtain data to answer the research questions and develop a quality program. Curriculum/program development was reviewed in IFSTA's *Fire and Life Safety Educator*, 2<sup>nd</sup> Edition to assist in the actual development.

The results of this project are that a Castle Rock Fire and Rescue Department Citizen's Fire Academy be conducted over an 8 week period, meeting once a week for three hours in the evening. Secondly, the class size of the Academy should be no more than 16 participants to maintain effective communications and learning between students and instructors.

Finally, the following topics/subjects should be covered in the initial Citizen's Fire Academy program:

- Organizational Overview, Introduction of Chief Officers, Organizational Mission Statement, Organizational Vision Statement, Policies/Procedures, Waiver of Liability, Budget, Scope of Services Provided
- Fire Suppression/Operations Overview, Special Operations Overview (Hazardous Materials, Technical Rescue, and Wildland Teams), and Firefighter Safety and Health Issues
- EMS Operations and Ambulance Layouts
- First Aid and CPR Certification
- Life Safety Division (Building Services, Inspections, Investigations) Overview
- Vehicle Extrication Drill
- SCBA and Search and Rescue Drill
- Communications Center Tour/Facility Tours/Apparatus Familiarization
- Graduation Ceremony

I recommend the Castle Rock Fire and Rescue Department implement the attached Citizen's Fire Academy to improve the PIER, public information, public education, and public relations program, targeted for the adult community.

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## **INTRODUCTION**

The problem is that the Castle Rock Fire and Rescue Department does not have an effective public information, education, and relations (PIER) program regarding the fire department operations to reach the adult population within the Castle Rock community.

The purpose of this Applied Research Project (ARP) is develop a formal Citizen's Fire Academy to improve PIER effectiveness for adults within the Town of Castle Rock.

Action research methods were used to answer the following questions:

1. How long should the Citizen's Fire Academy be in terms of number of weeks?
2. What is the size of class that should be allowed (number of citizen's in each class)?
3. What subjects should be covered in the Citizen's Fire Academy?

## **BACKGROUND AND SIGNIFICANCE**

The Town of Castle Rock is located 20 miles south of Denver and 40 miles north of Colorado Springs on the Interstate 25 corridor. Because of Castle Rock's close proximity to these two cities, it is a very desirable community in which to reside. Castle Rock is also the county seat of Douglas County, which is the second fastest growing county in the United States (source).

The Castle Rock Fire and Rescue Department is a combination-type department consisting of career and volunteer members. The Fire and Rescue Department is a full service organization that provides fire prevention and building code enforcement activities (building department), fire suppression, hazardous materials response/mitigation, advanced life support (ALS) ambulance transport services, wildland fire protection, and tactical rescue services to a population of 22,000 residents in an area of approximately 75 square miles. Additionally, the

Fire and Rescue Department provides ALS ambulance transport services via written contract to the neighboring Jackson 105 Fire Protection District.

The Fire and Rescue Department consists of forty-one career employees and twenty volunteers divided into three shifts, each lead by a career Lt./Shift Commander. Volunteer firefighter/EMTs are assigned to one of the three shifts. Career personnel work a Berkley schedule. Volunteers are required to provide twenty-four hours of in-station time per month.

The Department operates out of four fire stations with plans to construct a fifth station in the year 2000/2001.

As Douglas County and the Town of Castle Rock continue to grow, so does the call volume for the Castle Rock Fire and Rescue Department. In 1996, the Fire and Rescue Department responded to 1233 calls for service. In 1997, the calls for service increased to 1710. In 1998, the Fire and Rescue Department responded to 2632 calls for service. The projected number of calls for service for 1999 is over 2800.

The Fire and Rescue Department currently provides numerous PIER activities. The activities include the annual Fire and Life Safety Exposition held during Fire Prevention Week, providing station/facility tours when requested, in-school public education programs, business/employee safety training (fire extinguisher operation, etc.), CPR and medical self-help training, requested home fire safety inspections, and recently implementing the National Fire Protection Association's *Risk Watch* program.

The Castle Rock Fire and Rescue Department currently does not have a comprehensive PIER program targeted for the adult community. However, a Citizen's Fire Academy would provide that opportunity.

The development and implementation of a Citizen's Fire Academy program will contribute to the Castle Rock Fire and Rescue Department in that the department currently does not have a defined program. The probable future impact on the Fire and Rescue Department would be both positive and proactive.

Executive Development (ED) focused on research, managing creativity, organizational culture, and service quality/marketing, to name a few. Although relatively new to the fire service, Citizen's Fire Academies are gaining widespread acceptance within the fire and emergency services.

Through development and implementation of a Citizen's Fire Academy, the Castle Rock Fire and Rescue Department will have a creative way to market themselves and the services they provide to the adult population, in a non-traditional way.

## **LITERATURE REVIEW**

For this Applied Research Project (ARP), the literature review consisted of a search of the Learning Resource Center (LRC) at the National Fire Academy (NFA) for previously written Executive Fire Officer Program (EFOP) ARPs on the topic of Citizen's Fire Academies, an Internet search on the topic of "Citizen's Fire Academies," known books and manuals on the topic of public fire education programs/services, and a review of known Citizen's Fire Academies currently in place.

### **Strategies for Marketing Your Fire Department Today and Beyond**

In the manual *Strategies for Marketing Your Fire Department Today and Beyond*, the PIER Functions are defined. PIER stands for public information, public education, and public relations (USFA, 1998).

Public information is “the process of informing the public about the operations of and actions taken by the fire department during emergencies” (USFA, 1998, p. 7). Public information ensures the community is aware of the emergency services provided by the fire department (USFA, 1998). The community can also be made aware of non-emergency services provided by the fire department through public information. Informing the public of the organization is typically accomplished via the media on emergency incidents; however, the services provided can also be relayed to the public through public speeches and other presentations (USFA, 1998).

The second part of the PIER Function is public education. Public education is “the process of changing people’s attitudes and behaviors related to safety, as most fires and injuries can be prevented with changed behavior” (USFA, 1998, p. 7). Many methods can be used to achieve the goal of public education: presentations at schools, programs at community events, news stories, and public service announcements (USFA, 1998).

The final part of the PIER Function is public relations. Public relations is “the process of developing a positive public perception about the fire department, its members, its programs, and its services” (USFA, 1998, p. 8). Many methods are used to accomplish positive public relations: programs at community events, news shows, public service announcements, facts sheets, newspaper articles, and presentations to the public (USFA, 1998). Positive perception about the fire department can be built through effective public relations programs (USFA, 1998).

According to *Strategies for Marketing Your Fire Department Today and Beyond* (1998), the benefits of an effective PIER program to the fire department are numerous. A PIER program: (1) increases efficient use of existing resources by educating the public to prevent or properly respond to emergencies, (2) increases political exposure and support, (3) increases



public support for additional resources, (4) improves retention of current members, and (5) improves moral through positive public and internal recognition. The benefits to the community are: (1) reduction in the number of deaths, disabilities, and property loss by educating the public on prevention, self-care, first response, and bystander care, (2) reduction in the costs (for the individual citizen and the community), (3) reduction of emotional trauma, (4) improvement in service, and (5) an increase in community pride, which aids in recruiting new businesses and residents.

### **Fire and Life Safety Educator, 2<sup>nd</sup> Edition**

The International Fire Service Training Association's *Fire and Life Safety Educator, 2<sup>nd</sup> Edition* manual was reviewed to assist in the development of the Citizen's Fire Academy program curriculum. "Effective fire and life safety education programs do not just happen. Instead, they are the result of deciding carefully what to teach and how to teach it" (International Fire Service Training Association, 1997, p. 171).

Analysis, design, and evaluation are the three basic components of curriculum development (International Fire Service Training Association, 1997). Analysis is the first component of program development. Analysis includes the following: (1) assessing the educational needs of the audience, (2) determining the characteristics of the learner, and (3) establishing desired levels of learning or performance (International Fire Service Training Association, 1997).

The second component of curriculum development is the design of the program. The seven steps of design include: (1) writing educational objectives, (2) developing a course outline, (3) developing a lesson plan(s), (4) selecting instructional methods, (5) choosing instructional

methods, (6) developing testing tools, and (7) allocating time (International Fire Service Training Association, 1997).

The third and final component of curriculum development is evaluation of the program. The evaluation component includes testing the learner for outcome and evaluating the instructional process (International Fire Service Training Association, 1997).

### **The Fire Chief's Handbook**

In the *Fire Chief's Handbook*, Mary Hachbar (1995), author of the Public Education Chapter, states that “Campaigns/Programs must be skills based, engaging, sound in concept, and age and audience appropriate” (p. 1076). In the designed program, skills based means that citizens attending a program will depart the program with one or more skills learned (Hachbar, 1995).

The designed program must be engaging – the ability to keep the audience’s attention (Hachbar, 1995). Hachbar (1995) writes, “Show people what you want them to do and get them to picture themselves doing what you want them to do. If you engage the audience you can hold people’s attention from beginning to end” (p. 1080).

The program must be sound in concept. Hachbar (1995) writes, “Your program must show sound rationale for the activities you want the audience to do” (p. 1080). Credibility and opportunity could be lost if the sound concepts are not utilized (Hachbar, 1995).

Finally, programs must be appropriate to the age and audience. Target your audience appropriately based on the designed program. Additionally, materials must be appropriately targeted for the group (Hachbar, 1995).

### **Executive Fire Officer Program Applied Research Projects**

Deputy Chief Joseph Drick of the Joliet, IL Fire Department, wrote an ARP entitled *Marketing the Joliet Fire Department: Establishing a Citizen's Fire Academy Program*. The findings of Chief Drick's (1996) research include that marketing is no longer an option for fire departments – fire departments must market themselves and the services provided. Drick (1996) also found that a Citizen's Fire Academy program can be viable component of a fire department's marketing strategy.

On Thursday, October 3, 1996, the Joliet Fire Department held their first Citizen's Fire Academy (Drick, 1996). Surveys were provided to the 22 participants – most of which were positive toward Joliet's academy. According to Drick (1996), the program did meet or exceed the expectations of the students, with the live-burn and hands-on activities topping the list. Drick (1996) writes that "at a number of City Council meetings and in more than one 'Letter to the Editor', the Citizen's Fire Academy and its instructors have received praise and recommendations from a number of the students" (p. 20). The instructors and the Joliet Fire Chief feel that the Citizen's Fire Academy is a valuable marketing instrument and should be continued (Drick, 1996).

Joliet's Citizen's Fire Academy covers the following subjects in ten weeks: Introduction (Mission Statement, history of the Joliet Fire Department, and station tour), EMS (CPR and First Aid certification and ambulance service overview), Firefighting Operations, Communication's Center, Specialty Teams (dive, high-angle/below grade, and hazardous materials), Public Education/Arson Investigation, Firefighting Tactics, Auto Extrication, Self-Contained Breathing Apparatus (SCBA), and Live-Burn demonstrations (Drick, 1996). The Joliet Fire Department held a graduation ceremony on the final day of the Academy.

Fire Chief Steven Noto of the Richmond, TX Fire Department wrote an APR entitled *Developing a Citizen's Fire Academy* for the National Fire Academy's course Strategic Analysis of Fire Prevention Programs. The purpose of Chief Noto's project was to develop a program to reach the adult citizens in his community that differed from the traditional fire safety presentations (Noto, 1994). Chief Noto (1994) found that a Citizen's Fire Academy is an excellent tool to reach the adults in your community and that all fire departments should develop and maintain a Citizen's Fire Academy to inform their community on just what the fire department is all about.

Chief Noto (1994) suggests the following based on his research: fifteen participants (optimum Academy size) representing certain areas of the community should be targeted and that the typical Academy would run for ten weeks, with participants meeting once a week for three hours a night. Since Chief Noto (1994) has written *Developing a Citizen's Fire Academy*, the Richmond Fire Department has hosted five Citizen's Fire Academies with the following topics covered: Course Overview, History of the Fire Service, History of the Richmond Fire Department, Fire Apparatus Operations (driving, pumping, and hose handling), High Angle Rescue (hands-on), Building Codes, Building Codes, Building Inspections, Fire Inspections, Fire Investigations, Permit Process, Plans Review, Hazardous Materials Response, Home Fire Safety (smoke detectors, exit drills, and sprinkler systems), PPE/SCBA (search and rescue drill), Liquefied Petroleum Gas Fires, Vehicle Extrication, and Graduation (dinner and presentation of certifications).

### **Citizen Fire Academy Programs**

The Arlington, TX Fire Department operates a twelve-week Citizen's Fire Academy (Amon, 1999). The Arlington Academy consists of a class size of 22 participants (Amon, 1999). Office Assistant Janet E. Amon (1999) of the Arlington Fire Training Academy writes in a letter to this author, "The most important point to remember is that if everything isn't done right, it [Citizen's Fire Academy program] will work against you instead of for you. With a limited budget, it gets tough trying to provide a quality program, but it can be done. It takes a high level of dedication from both the top and the line personnel." (p. 1)

The following topics are covered in the Arlington Citizen's Fire Academy: Welcome and Introduction and Overview of the Fire Academy, Overview of the Fire Department and 9-1-1 System, Hiring Process/Requirements to Become a Firefighter, Fire Apparatus Familiarization, Hazardous Materials Response Team, EMS, PPE/SCBA, Vehicle Extrication, Special Rescue Teams, Fire Prevention, Portable Fire Extinguishers, Fire Safety House, CPR Training, Fire Investigations, Office of Emergency Management, ICS, and Burn Drills (Arlington Fire Department 1999). The Arlington Citizen's Fire Academy concludes with a graduation ceremony (Arlington Fire Department, 1999).

The City of Mountain View, CA Fire Department held their first Citizen's Fire Academy in the spring of 1999 (Stafford, 1999). According to OES Chief J.R. Stafford (1999), 28 participants were enrolled in the seven-week program. Topics covered were: Introduction, Fire Protection Engineer/Fire Investigations, ICS/Engine and EMS Operations, Environmental Safety, Truck and Rescue Company Operations, Mutual Aid, Fire Training/Prevention/Education, OES, and Communications Center (Stafford, 1999). The

Academy concluded with Field Day exercises and a “pot-luck” dinner and ceremony (Stafford, 1999).

In a memorandum to Department Staff, Chief Stafford (1999) describes some of the lessons learned in Mountain View’s Academy. Some of lessons learned revealed that participants are very interested and want more time for subjects covered, that seven weeks at two hours per night appears to be too short, and that students like handouts to follow the class line.

### **PROCEDURES**

The project of developing a Citizen’s Fire Academy for the Castle Rock Fire and Rescue Department was chosen by this author as a creative way to market the Fire and Rescue Department and the services provided to the adult population, in a non-traditional method. Action research was used to develop the Citizen’s Fire Academy and solve the problem of not having a PIER program for the adult population within the Town of Castle Rock.

The research included a survey to members of the Metro Denver Fire Chiefs Association, review of EFOP ARPs on the subject of Citizen’s Fire Academies, review of recent publications/manuals on public fire education/services, and a review of Citizen Fire Academy programs currently in-service as a result of an Internet search “Citizen’s Fire Academies.” The goal of the procedures of this APR was to obtain data to answer the research questions and develop a quality program. Curriculum/program development was reviewed in IFSTA’s *Fire and Life Safety Educator*, 2<sup>nd</sup> Edition to assist in the actual development.

### **Survey**

To determine whether or not any Denver metro area fire departments had a Citizen’s Fire Academy, this author developed and distributed a survey (Appendix A) on Citizen’s Fire Academy. The survey was faxed to the 19 fire department members of the Metro Denver Fire

Chiefs Association (excluding the Castle Rock Fire and Rescue Department). The Association was chosen because it represents a sample selection of the fire departments found in the State of Colorado – volunteer, combination, or career, as well as small to large size fire departments, and suburban to urban type settings. The fire departments included in the survey were: Arvada Fire Department, Aurora Fire Department, Boulder Fire Department, Brighton Fire Protection District, South Metro Fire/Rescue, Cunningham Fire Protection District, Denver Fire Department, Englewood Fire Department, Evergreen Fire Department, Fairmount Fire Department, Glendale Fire Department, Golden Fire Department, Lakeside Fire Department, North Metro Fire Protection District, Parker Fire Protection District, Southwest Adams Fire Protection District, West Metro Fire Protection District, Westminster Fire Department, and Littleton Fire Department.

The questions asked on the survey were as follows:

1. What type of department is your organization?

☐ Career                      ☐ Volunteer                      ☐ Combination

2. Does your fire department host/provide a Citizen's Fire Academy?

Yes                                      No

3. If no, does your fire department plan to develop a Citizen's Fire Academy within the next year?

Yes                                      No

4. If your organization operates a Citizen's Fire Academy, please check which of the following subjects are covered.

☐ Organizational overview, introduction, mission statement, policies/procedures, waiver of liability, services provided

- ☐ Fire suppression overview and operations, firefighter safety and health issues
- ☐ EMS overview, and operations
- ☐ CPR certification training
- ☐ First aid/medical self help certification training
- ☐ Fire prevention and life safety overview
- ☐ Public education/community relations overview
- ☐ Special operations overview (haz mat, technical rescue, and wildland teams)
- ☐ Vehicle rescue/extrication
- ☐ SCBA and search and rescue
- ☐ Communications/dispatch center tours
- ☐ Facility tours
- ☐ Apparatus familiarization
- ☐ Live-fire training/observation/demonstrations
- ☐ Graduation ceremony

5. If your organization does operate a Citizen's Fire Academy, what is the maximum class size allowed?

\_\_\_\_\_ size ☐ N/A

6. If your organization does operate a Citizen's Fire Academy, how long does the academy run (weeks)?

\_\_\_\_\_ length of academy ☐ N/A

7. If your organization does operate a Citizen's Fire Academy, how many hours do you meet a week?

\_\_\_\_\_ hours per week ☐ N/A



8. If your organization does operate a Citizen's Fire Academy, do you feel the Academy has helped market your fire department and the services provided? If yes, how?

Yes

No

N/A

How?

9. If your organization does operate a Citizen's Fire Academy, do you allow the citizens to participate in live-fire training/observations/demonstrations?

Yes

No

N/A

10. If your organization does operate a Citizen's Fire Academy, do you allow the citizens to respond on the apparatus as an observer?

Yes

No

N/A

11. If your organization does operate a Citizen's Fire Academy, how do you select your applicants?

☐ Hand-pick

☐ Formal application

12. If your organization does operate a Citizen's Fire Academy, is the student feedback on the program positive or negative?

☐ Positive

☐ Negative

12. Additional Comments:

### **Limitations and Assumptions**

This author found no limitations while researching and written this ARP. This author noticed some similarities between the results of this ARP and the results of the ARP written by Fire Chief Steven Noto, *Developing a Citizen's Fire Academy*, in October 1994. One

assumption was that material reviewed was the most current available. Additionally, this author has had prior knowledge of Citizen Fire Academies and their development: however, the author has never developed an Academy.

## **RESULTS**

### **Survey Results**

Eleven of the nineteen fire departments surveyed, or 58%, responded to the survey. The overall objective of the survey was to determine how many, if any, Denver metro fire departments provide Citizen's Fire Academies. The second objective was to obtain additional information from those fire departments that perform Academies in an effort to answer the research questions.

The surveys were completed by Fire Chiefs, Deputy/Assistant Chiefs, and in one case the Lieutenant of Public Education. Data/responses to the survey questions are outlined in chart form in Appendix B.

Question 1. What type of department is your organization? Of the 11 fire departments that responded, 6 were combination-type departments and the remaining 5 were career departments. No volunteer fire departments responded to the survey.

Question 2. Does your fire department host/provide a Citizen's Fire Academy? Only one fire department surveyed conducts a Citizen's Fire Academy – Aurora Fire Department.

Question 3. If no, does your fire department plan to develop a Citizen's Fire Academy within the next year? Two of the fire departments surveyed plan to conduct Citizen's Fire Academies within the next year.

Question 4. If your organization operates a Citizen's Fire Academy, please check the following subjects, which are covered. Aurora's Academy covers the following subjects:

Organizational overview, introduction, mission statement, policies/procedures, waiver of liability, services provided; Fire suppression overview and operations, firefighter safety and health issues; EMS overview, and operations; CPR certification training; First aid/medical self help certification training; Fire prevention and life safety overview; Public education/community relations overview; Special operations overview (hazardous materials, technical rescue, and wildland teams); Vehicle rescue/extrication; SCBA and search and rescue; Apparatus familiarization; Live-fire training/observation/demonstrations; and a graduation ceremony.

Question 5. If your organization does operate a Citizen's Fire Academy, what is the maximum class size allowed? Aurora's class size is 30 participants.

Question 6. If your organization does operate a Citizen's Fire Academy, how long does the academy run (weeks)? Aurora's Academy runs for 7 weeks.

Question 7. If your organization does operate a Citizen's Fire Academy, how many hours do you meet a week? Aurora's Academy meets for 4 hours per week.

Question 8. If your organization does operate a Citizen's Fire Academy, do you feel the Academy has helped market your fire department and the services provided? If yes, how? Aurora feels that the Citizen's Fire Academy has helped market the Fire Department. According to Lt. Rory Chetelat, "The program has assisted the department by providing true advocates from the graduates. Many of the graduates assist in other programs and talk very highly of the department and the program."

Question 9. If your organization does operate a Citizen's Fire Academy, do you allow the citizens to participate in live-fire training/observations/demonstrations? Aurora does allow the participants to engage in live-fire demonstrations.

Questions 10. If your organization does operate a Citizen's Fire Academy, do you allow the citizens to respond on the apparatus as an observer? Aurora Fire Department does allow the participants to respond on the apparatus as an observer.

Question 11. If your organization does operate a Citizen's Fire Academy, how do you select your applicants? Applicants for Aurora's Citizen's Fire Academy complete a formal application process.

Question 12. If your organization does operate a Citizen's Fire Academy, is the student feedback on the program positive or negative? Aurora's feedback on the program has been positive.

**Research Question 1 - How long should the Citizen's Fire Academy be in terms of number of weeks?**

Based on the research of successful Citizen's Fire Academies, the length varies from department to department. The Richmond, TX Fire Department limits their Academy to ten weeks of instruction. The Glendale, AZ Citizen's Fire Academy is completed in 8 weeks. Mountain View, CA also conducts their Citizen's Fire Academy in 8 weeks. Arlington, TX uses 12 weeks to instruct the Academy with two additional days, one being for a burn day and the other a ceremony. Finally, Aurora, CO Fire Department holds their Citizen's Fire Academy in 7 weeks.

Using the analysis component of program development for a Citizen's Fire Academy, while assessing the needs of the audience (citizens participating) and establishing desired levels of performance (subjects to be covered), the recommended length of the Citizen's Fire Academy for the Castle Rock Fire and Rescue Department is eight 8 weeks.

**Research Question 2 - What is the size of class that should be allowed (number of citizen's in each class)?**

The City of Mountain View, CA enrolled 28 into their first Citizen's Fire Academy. Chief Noto of the Richmond, TX Fire Department originally wrote on Citizen's Fire Academies in October 1994. Since that time, his organization has conducted five Academies for his community. Chief Noto's recommendation and class size is 15 participants. This was due to the amount of hands-on training, which occurred during the Academy. Aurora's Academy allows up to 30 participants, clearly the largest Citizen's Fire Academy researched. Finally, Joliet, IL Fire Department's Academy consists on 22 participants.

Based on the successes of the other fire departments with class size related to the Academies, this author recommends the class size of the Castle Rock Fire and Rescue Department Citizen's Fire Academy to be limited to 16 students.

**Research Question 3 - What subjects should be covered in the Citizen's Fire Academy?**

The final research question of this ARP was to determine what subjects should be covered. All Citizen's Fire Academies reviewed obtained at least the following topics covered in one way or another: introduction of officials/department, organizational history/set-up, fire prevention/education/investigations, emergency medical services, special response teams (hazardous materials and special tactics/rescue), vehicle rescue/extrication, live-fire demonstrations, and a ceremony for the participants.

The Citizen's Fire Academy should attempt to provide the participant with an idea of the full scope of services provided by the organization in a certain amount of time. I recommend the following topics be covered in the Castle Rock Fire and Rescue Department Citizen's Fire Academy:

- Organizational Overview, Introduction of Chief Officers, Organizational Mission Statement, Organizational Vision Statement, Policies/Procedures, Waiver of Liability, Budget, Scope of Services Provided
- Fire Suppression/Operations Overview, Special Operations Overview (Hazardous Materials, Technical Rescue, and Wildland Teams), and Firefighter Safety and Health Issues
- EMS Operations and Ambulance Layouts
- First Aid and CPR Certification
- Life Safety Division (Building Services, Inspections, Investigations) Overview
- Vehicle Extrication Drill
- SCBA and Search and Rescue Drill
- Communications Center Tour/Facility Tours/Apparatus Familiarization
- Graduation Ceremony

Located in Appendix B is the Castle Rock Fire and Rescue Department Citizen's Fire Academy Student Manual developed as a result of this ARP. The Manual includes a Waiver of Liability, Fire and Rescue Department Mission and Vision Statements, Academy Schedule/Course Outlines, Fire and Rescue Department Organizational Charts, and Evaluation Forms.

## DISCUSSION

### **Research Question 1 - How long should the Citizen's Fire Academy be in terms of number of weeks?**

The length of Castle Rock Fire and Rescue Department's Citizen's Fire Academy should be 8 weeks. Of the fire departments surveyed and Citizen's Fire Academy programs evaluated, the length of Academies varied. The length generally varied as a result of the topics scheduled to be covered by the individual organization. It is clearly evident that the more topics covered, the longer the Academy was.

Arlington, TX Fire Department's Academy is 12 weeks long (Arlington Fire Department, 1999). In addition to the minimum classes discussed, their Academy includes portable fire extinguisher practices, fire safety house demonstrations, emergency management information, the incident command system, as well as discussion on the hiring process for the position of Firefighter with the Arlington Fire Department (Arlington Fire Department, 1999).

Regarding length and times of the Citizen's Fire Academy Chief Stafford (1999) of Mountain View writes, "seven weeks at two hours per night seems to be too short (Police Academy runs 12 weeks @ 3 hours per night)" (p. 2). Based on the topics covered by the Mountain View Fire Department's program and the time per evening, I have recommended the Castle Rock Fire and Rescue Department's program run an extra hour each evening in an effort to cover the topic without being rushed.

IFSTA's *Fire and Life Safety Educator*, 2<sup>nd</sup> Edition (1997) states that allocating time is a step in the second component of designing a Citizen's Fire Academy program. The Academy coordinator/administrator must allow adequate time to effectively communicate the program to the participants.

**Research Question 2 - What is the size of class that should be allowed (number of citizen's in each class)?**

The class size of Castle Rock Fire and Rescue Department's Citizen's Fire Academy will be 16 students. This number of participants is more manageable for the instructor assigned to the individual topic/subject. This number improves the student-to-instructor ratio.

Chief Noto (1994) writes regarding class size, "the majority of the references gave hands-on training as the reason for limiting the number of participants and I can attest to this fact also from training volunteers in our department. If the class gets too large while doing hands-on training, you tend to lose the rest of the group that is not actively participating" (p. 11).

Another area to review is the number of fire department staff available to instruct the Academy. The Castle Rock Fire and Rescue Department is a rapidly growing department that has limited staffing available. On-duty personnel cannot be pulled out of service to assist with the Citizen's Fire Academy. The on-duty personnel's main function is to still provide rapid emergency response to incidents. With a larger class, more instructors are needed to maintain an appropriate student-to-instructor ratio. If companies or personnel leave for an incident, that ratio decreases on the instructor's side. With the class size limited to 16 participants, there are no negative implications for the Castle Rock Fire and Rescue Department.

**Research Question 3 - What subjects should be covered in the Citizen's Fire Academy?**

The following topics will be covered in the Castle Rock Fire and Rescue Department's Citizen's Fire Academy:

- Organizational Overview, Introduction of Chief Officers, Organizational Mission Statement, Organizational Vision Statement, Policies/Procedures, Waiver of Liability, Budget, Scope of Services Provided



- Fire Suppression/Operations Overview, Special Operations Overview (Hazardous Materials, Technical Rescue, and Wildland Teams), and Firefighter Safety and Health Issues
- EMS Operations and Ambulance Layouts
- First Aid and CPR Certification
- Life Safety Division (Building Services, Inspections, Investigations) Overview
- Vehicle Extrication Drill
- SCBA and Search and Rescue Drill
- Communications Center Tour/Facility Tours/Apparatus Familiarization
- Graduation Ceremony

The above listed topics/subjects are covered by the reviewed Citizen's Fire Academies. In addition to the basic topics, I have added budget to the topic list. This was obtained from Arlington Fire Department's Academy. I feel that it would be a benefit to the participants of the Academy to see where their tax dollars are going – to provide a quality level of emergency services.

The topics to be covered in Castle Rock's Academy are skills based – the participants are going to walk away from the Academy with one or more additional skills or increased knowledge; for example, CPR certified (Hachbar, 1995).

Although the most exciting for the participants, Castle Rock's Academy would not include live-fire due to the lack of burn building within our district. However, this would be evaluated and in the future, a burn building may be constructed. I do not feel there would be any major implications with not conducting live-fire training with the participants. In fact, the

program graduates may assist in educating the need for a training center/burn building within the Town of Castle Rock.

## **RECOMMENDATIONS**

I recommend that the Castle Rock Fire and Rescue Department implement the developed Citizen's Fire Academy to improve the public information, education, and relations (PIER) program regarding the fire department operations for the adult population within the Castle Rock community.

It is recommended that the Citizen's Fire Academy be conducted over an 8 week period, meeting once a week for three hours in the evening. Second, the class size of the Academy should be no more than 16 participants to maintain effective communications and learning between students and instructors.

The final recommendation regarding the Citizen's Fire Academy is that the following topics/subjects be covered in the initial program:

- Organizational Overview, Introduction of Chief Officers, Organizational Mission Statement, Organizational Vision Statement, Policies/Procedures, Waiver of Liability, Budget, Scope of Services Provided
- Fire Suppression/Operations Overview, Special Operations Overview (Hazardous Materials, Technical Rescue, and Wildland Teams), and Firefighter Safety and Health Issues
- EMS Operations and Ambulance Layouts
- First Aid and CPR Certification
- Life Safety Division (Building Services, Inspections, Investigations) Overview
- Vehicle Extrication Drill

- SCBA and Search and Rescue Drill
- Communications Center Tour/Facility Tours/Apparatus Familiarization
- Graduation Ceremony

These topics/subjects provide the participant with the main scope of services provided by the Fire and Rescue Department.

After the first Castle Rock Fire and Rescue Department's Citizen's Fire Academy, the program is then recommended to be evaluated for improvement and/or refinement.

Although relatively new to the fire service, Citizen's Fire Academies are gaining widespread acceptance within the fire and emergency services as evident by the research findings of this ARP.

Through developing and implementing a Citizen's Fire Academy, this is a creative way to market the Castle Rock Fire and Rescue Department and the services provided to the adult population, in a non-traditional way, and those participants will be able to say, "I know the fire department does that!"

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# **APPENDIX A**

## **SURVEY FORM**

# ***Executive Fire Officer Program (EFOP) Survey***

## ***Executive Development***

Dear Chief or Department Representative:

My name is Division Chief Eric Morgenthaler with the Castle Rock Fire and Rescue Department. I am in the process of writing my second Applied Research Project for the National Fire Academy's Executive Fire Officer Program. Part of my research includes this survey which I will be providing to Denver metro area fire departments. The topic of my research is the development and implementation of a Citizen's Fire Academy program. Please take a few minutes to complete this survey.

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Fire Department: \_\_\_\_\_ Phone: \_\_\_\_\_

### **1. What type of department is your organization?**

☐ Career                      ☐ Volunteer                      ☐ Combination

### **2. Does your fire department host/provide a Citizen's Fire Academy?**

Yes                                      No

### **3. If no, does your fire department plan to develop a Citizen's Fire Academy within the next year?**

Yes                                      No

### **4. If your organization operates a Citizen's Fire Academy, please check the following subjects, which are covered.**

☐ Organizational overview, introduction, mission statement, policies/procedures, waiver of liability, services provided

☐ Fire suppression overview and operations, firefighter safety and health issues

☐ EMS overview, and operations

☐ CPR certification training

☐ First aid/medical self help certification training

☐ Fire prevention and life safety overview

- ☐ Public education/community relations overview
- ☐ Special operations overview (haz mat, technical rescue, and wildland teams)
- ☐ Vehicle rescue/extrication
- ☐ SCBA and search and rescue
- ☐ Communications/dispatch center tours
- ☐ Facility tours
- ☐ Apparatus familiarization
- ☐ Live-fire training/observation/demonstrations
- ☐ Graduation ceremony

**5. If your organization does operate a Citizen's Fire Academy, what is the maximum class size allowed?**

\_\_\_\_\_ size ☐ N/A

**6. If your organization does operate a Citizen's Fire Academy, how long does the academy run (weeks)?**

\_\_\_\_\_ length of academy ☐ N/A

**7. If your organization does operate a Citizen's Fire Academy, how many hours do you meet a week?**

\_\_\_\_\_ hours per week ☐ N/A

**8. If your organization does operate a Citizen's Fire Academy, do you feel the Academy has helped market your fire department and the services provided? If yes, how?**

Yes                      No                      N/A

How?

**EFO Survey, Page 3**

**9. If your organization does operate a Citizen's Fire Academy, do you allow the citizen's to participate in live-fire training/observations/demonstrations?**

**Yes**

**No**

**N/A**

**10. If your organization does operate a Citizen's Fire Academy, do you allow the citizen's to respond on the apparatus as an observer?**

**Yes**

**No**

**N/A**

**11. If your organization does operate a Citizen's Fire Academy, how do you select your applicants?**

☐ **Hand-pick**

☐ **Formal application**

**12. If your organization does operate a Citizen's Fire Academy, is the student feedback on the program positive or negative?**

☐ **Positive**

☐ **Negative**

**12. Additional Comments:**

Thank you for taking the time to complete this survey! Please fax the completed survey to the Castle Rock Fire and Rescue Department, ATTN: Division Chief Eric Morgenthaler, (303) 660-1069, by Friday, September 24, 1999. If you have any questions, please feel free to call me at (303) 660-1066.



## **APPENDIX B**

### **TABLE 1 – CITIZEN’S FIRE ACADEMY SURVEY RESULTS**

**Table 1****Citizen's Fire Academy Survey Results - Metro Denver Fire Chief's Association**

Department	Type of Dept.*	Does Your Dept. Provide a CFA?**	Planning a CFA in the Next Year?**	Subjects Covered																Maximum Class Size?	Length of CFA (weeks)?
				Organizational Overview	Fire Suppression	Emergency Medical Services	CPR Training	First Aid/Medical Self-Help	Fire Prevention	Public Education	Special Operations	Vehicle Rescue/Extrication	SCBA/Search and Rescue	Communications Center	Facility Tours	Apparatus Familiarization	Live-Fire Training/Demonstrations	Graduation Ceremony			
Aravda Fire Department	C	N	N																		
Aurora Fire Department	P	Y		X	X	X	X	X	X	X	X	X	X			X	X	X	30	7	
Boulder Fire Department	P	N	N																		
Brighton Fire District	C	N	Y	X	X		X		X	X		X		X	X		X	X	20	6-8	
South Metro Fire/Rescue	P	N	N																		
Cunningham Fire District	NR																				
Denver Fire Department	P	N	N																		
Englewood Fire Department	NR																				
Evergreen Fire Department	NR																				
Fairmount Fire Department	NR																				
Glendale Fire Department	C	N	N																		
Golden Fire Department	NR																				
Lakeside Fire Department	NR																				
North Metro Fire/Rescue	C	N	Y	X	X	X	X	X	X	X				X	X	X	X	X	15		
Parker Fire District	NR																				
Southwest Adams Fire District	NR																				
West Metro Fire/Rescue	C	N	N																		
Westminster Fire Department	C	N	N																		
Littleton Fire Department	P	N	N																		

\* V - Volunteer  
 C - Combination  
 P - Career  
 NR - No Response

\*\* Y - Yes  
 N - No

**Table 1 Continued****Citizen's Fire Academy Survey Results - Metro Denver Fire Chief's Association**

<b>Department</b>	<b>Hours Per Week?</b>	<b>Market Fire Dept.?*</b>	<b>Live-Fire Training?*</b>	<b>Respond as an Observer*</b>	<b>Selection Process**</b>	<b>Feedback***</b>
Aravda Fire Department						
Aurora Fire Department	4	Y	Y	Y	F	P
Boulder Fire Department						
Brighton Fire District	3	Y	Y	Y	F	
South Metro Fire/Rescue						
Cunningham Fire District						
Denver Fire Department						
Englewood Fire Department						
Evergreen Fire Department						
Fairmount Fire Department						
Glendale Fire Department						
Golden Fire Department						
Lakeside Fire Department						
North Metro Fire/Rescue		Y	Y	Y		
Parker Fire District						
Southwest Adams Fire District						
West Metro Fire/Rescue						
Westminster Fire Department						
Littleton Fire Department						

\* Y - Yes  
N - No

\*\* H - Hand-pick  
F - Formal Application

\*\*\* P -Positive  
N - Negative

**APPENDIX C**

**CASTLE ROCK FIRE AND RESCUE DEPARTMENT**

**CITIZEN'S FIRE ACADEMY**

**STUDENT PROGRAM MANUAL**

***Castle Rock***  
***Fire and Rescue Department***



**Citizen's Fire Academy**  
**Student Program Manual**  
***Class 99-1***

# Castle Rock

## Fire and Rescue Department

### Waiver of Liability

I, \_\_\_\_\_, do hereby release and hold harmless the Castle Rock Fire and Rescue Department, the Castle Rock Fire and Rescue Association, and The Town of Castle Rock from any and all claims and/or liability for any injury or damage of whatever nature or description resulting from participation as a non-member in the activities of the Department. I also agree to uphold the standards of the Department, and abide by the rules and regulations while participating with the Department. In addition, any knowledge of a confidential nature which I may gain through the activities of the Department shall be kept confidential. Further, as partial consideration for the right to participation in the activities of the Department, I do hereby assume all risks related to such participation.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Effective Date{s}: \_\_\_\_\_

Shift Commander: \_\_\_\_\_

Witness: \_\_\_\_\_

Date: \_\_\_\_\_

Chief of Department  
or Executive Officer: \_\_\_\_\_

Date: \_\_\_\_\_

# Castle Rock

## Fire and Rescue Department

### Ride-Along Waiver

Dress Code for Citizen Observers, EMS Trainees and Firefighter Personnel {not affiliated with Castle Rock Fire and Rescue Department}:

1. Casual shirt such as polo shirt, no t-shirts {no messages or logos other than approved uniform apparel}
2. Casual pants such as Dockers or uniform pants {no blue jeans or shorts}
3. Casual shoes or station wear shoe or boots {no tennis shoes}
4. Jacket, appropriate for weather {no logos}
5. No hats.
6. Name badge/tag if supplied
7. Department supplied uniform upon approval

Rules for Citizen Observers, EMS Trainees and Firefighter Personnel {not affiliated with Castle Rock Fire and Rescue Department}:

1. All Citizen Observers, EMS Trainees and Firefighters will report to the Shift Commander and will be directed by that Officer to their assignments during responses.
2. All Citizen Observers will remain at the vehicle in which they arrived in at the scene unless the Shift Commander or his/her designee instructs the Citizen Observer otherwise.
3. Citizen Observers will refrain from contact with the patient or equipment on the scene unless directed otherwise by Fire and Rescue Department personnel.
4. All Citizen Observers will conduct themselves in a professional, courteous manner and will reserve comments for the Shift Commander until after the response is complete. Questions, when appropriate, are always welcome.
5. All Citizen Observers shall don protective clothing specified by the Shift Commander at that Officer's request.

#### Release From Liability

In consideration of my being accommodated by the Castle Rock Fire and Rescue Department as a Citizen Observer, EMS Trainee or Firefighter Personnel {not affiliated with the Town of Castle Rock} on one or more occasions, I hereby agree {for myself, my heirs and legal representatives} to indemnify, defend and hold harmless the Department, the Association, the Town of Castle Rock and their employees and agents against any or all claims which may be asserted because of any loss, damages, injury or death which I may suffer while I am a Citizen Observer, EMS Trainee, or Firefighter Personnel {not affiliated with the Town of Castle Rock}, including {without implied limitation} the fees and expenses of attorneys retained to defend any such claims. This Release from Liability is intended to be operative and binding without any regard to any fault or negligence on the part of the Department, the Association, the Town of Castle Rock and its employees.

As a Citizen Observer, EMS Trainee or Firefighter Personnel {not affiliated with Castle Rock}, I have read and agree to the following rules listed above. I also understand that firefighting and rescue operations are dangerous.

\_\_\_\_\_  
Citizen Observer, EMS Trainee or Firefighter Personnel  
{not affiliated with Castle Rock}

\_\_\_\_\_  
Date

\_\_\_\_\_  
Shift Commander

\_\_\_\_\_  
Witness

# ***Rules of the Game!***

## ***Citizen's Fire Academy 99-1***

1. Be on time. We will start on time and try to get you out on time. We will push you because of the many activities, but that's why you are here.
2. Injuries are to be reported at once to a coach.
3. Wear all protective clothing during all training operations, unless otherwise directed by the coach.
4. No shorts, sandals, or tank tops permitted.
5. Please let one of the instructors know of any problems: personal, physical, emotional, or learning.
6. Attendance – Roll will be taken before everyone is dismissed at the end of the day.
7. Prepare for a full evening's work. We will work until we are finished.
8. Tobacco use of any kind is prohibited in Castle Rock Fire and Rescue Department (CRFD) facilities or on the training grounds. This applies to students and coaches.
9. You should treat the coaches as professionals. They will treat you with the same courtesy. CRFD officers shall be addressed by their title and last name at all times.
10. Alcohol or other drug use is not allowed. Do not attend any class after having used such. We will be conducting some dangerous evolutions and safety will not be compromised! This applies to students and coaches. Report anyone you suspect of alcohol or drug use to the coordinator at once.
11. Participants must be clean shaven for safety, but may have mustaches.
12. Harassment or discrimination of any kind will not be tolerated! Treat others as you would like to be treated. We are a team and will work as one!
13. Please note, you are not a certified firefighter with the Castle Rock Fire and Rescue Department when you complete this Citizen's Fire Academy.
14. Have fun!



# CRFD Mission Statement

To do everything necessary to satisfy our customers; to be the best in class; to win the respect of others and the affection of children; to earn the appreciation of honest critics; to find the best in all; to leave the world a bit better, whether by a healthy child, or a redeemed social condition; to know even one life has breathed easier as a result of our presence.

*-- Adapted from Ralph Waldo Emerson*

Adopted by the CRFD Leadership Team  
September 20, 1997

# CRFD Vision Statement

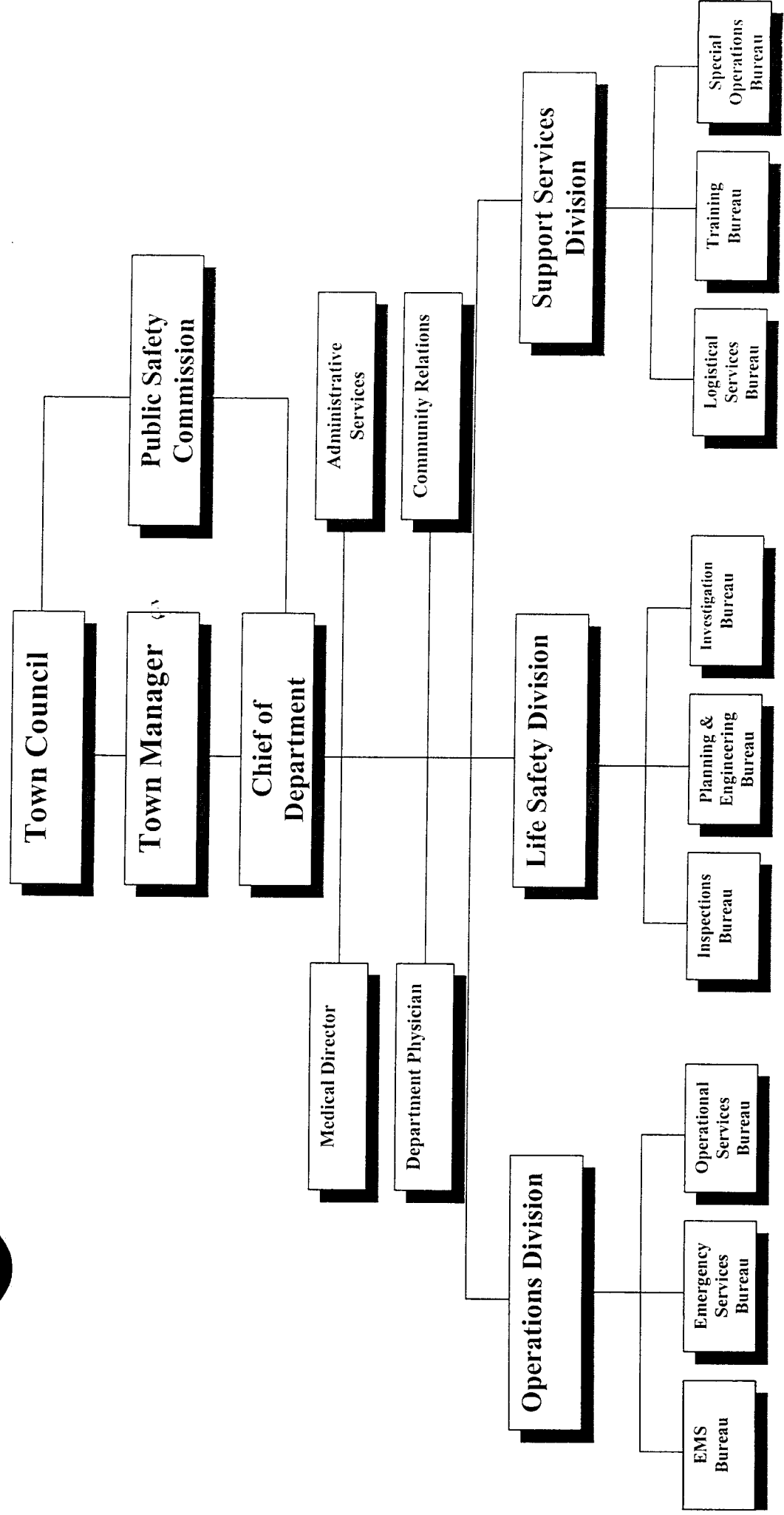
Castle Rock Fire/Rescue Department Endeavors To --

- \* Enhance the quality of life for our customers.
- \* Provide a participatory and safe work environment through training & education and a responsive leadership process.
- \* Maximize planning, resources, programs, and services.
- \* Strive, through the continuation of the strategic planning process, to find new and innovative ways of modernizing current services, as well as identifying future needs of our customers.
- \* Inspire excellence in all internal Castle Rock Fire/Rescue Department customers.



# Castle Rock Fire and Rescue Department

## Organizational Chart





# ***Castle Rock Fire and Rescue Department***

## ***Fire Administration***

**Chief of  
Department**

**Medical Director**

EMS Protocols  
Personnel Certification  
Program Quality Assurance

**Department  
Physician**

Department Physicals  
Fit-for-duty Testing  
Exposure Testing  
Workers Compensation Evals.

**Administrative  
Services**

Records Management  
Publications  
Finance  
Office Management

**Community  
Relations**

Media Relations  
Public Information  
Service Complaints



# ***Castle Rock Fire and Rescue Department***

## ***Support Services Division***

**Division Chief  
Support Services  
Division**

### **Logistical Services Bureau**

Public Fire Education  
Emergency Management  
Wildland/Urban Interface  
Mitigation  
Environmental Services  
Environmental Crimes  
Resource Management  
Fleet Management

### **Training Bureau**

Fire/Rescue Training  
Haz-Mat Training  
FF Academy  
Professional Development  
Risk Management  
Audio/Visual  
Research & Development

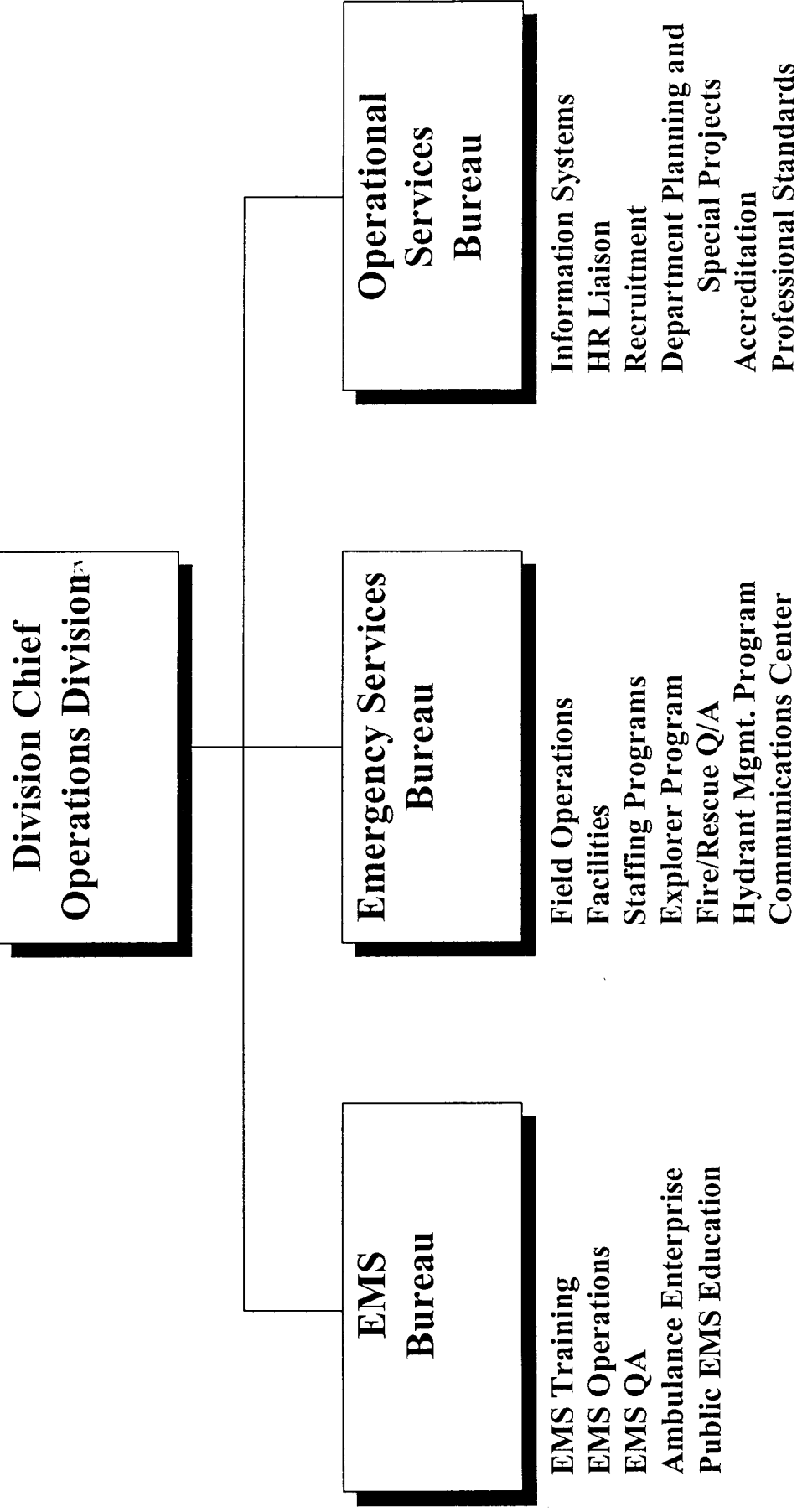
### **Special Operations Bureau**

Hazardous Materials  
Wildland  
Special Tactics and  
Rescue  
Special Events



# ***Castle Rock Fire and Rescue Department***

## ***Operations Division***





# ***Castle Rock Fire and Rescue Department***

## ***Life Safety Division***

**Division Chief  
Life Safety Division**

### **Inspections Bureau**

**Building Inspections  
Electrical Inspections  
HVAC Inspections  
Plumbing Inspections  
Fire Inspections  
Code Enforcement  
Pre-Incident Planning**

### **Planning & Engineering Bureau**

**Plan Review  
Subdivision Review  
Development Review  
Traffic Pre-emption  
Rapid Access  
Mapping/GIS**

### **Investigation Bureau**

**Fire Investigation  
Explosive Devices  
Juvenile Firesetter**

# Castle Rock Fire and Rescue Department

## Citizen's Fire Academy Class Schedule

### Class 99-1

Time	Subject	Coaches	Location
Week 1 1900	Introduction Schedule for the Week	Chief Brown DC Denhard DC Morgenthaler DC Croom	FHQ-Training Room

***Class Description:*** This class will introduce the Executive Staff to the participants. The participant will also receive the Student Manual. Organizational overview, CRFD Mission and Vision Statements, budget, and scope of services will be discussed.

***Additional Resources Needed:*** 16 copies of the CRFD Budget

***Audio/Visual Equip. Needed:*** N/A

---

Week 2 1900	Fire Suppression and Special Operations Overview; Firefighter Safety and Health Issues	DC Morgenthaler	FHQ-Training Room
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***Class Description:*** This class will provide the participants with the opportunity to learn about suppression operations and safety issues faced by firefighters with the CRFD.

***Additional Resources Needed:*** N/A

***Audio/Visual Equip. Needed:*** N/A

---



Week 3

1900

EMS Operations and Ambulance  
Layouts

EMS Lt.

Station 151

***Class Description:*** This section will provide the participant with the opportunity to learn and operate emergency medical services' equipment and the ambulances that carry the related equipment.

***Additional Resources Needed:*** Rescue 151 and Rescue 159

***Audio/Visual Equip. Needed:*** N/A

---

Week 4

1900

First Aid and CPR Certification

EMS Lt.

FHQ-Training Room

***Class Description:*** This class will allow the participant to obtain an AHA CPR certification and CRFD First Aid/Medical Self Help certification.

***Additional Resources Needed:*** 16 AHA CPR Manuals

***Audio/Visual Equip. Needed:*** N/A

---

Week 5

1900

Life Safety Division Overview

DC Denhard  
Plans Examiner Ulmer

FHQ-Training Room

***Class Description:*** This section will provide the participant with an overview of fire prevention, building inspections, fire inspections, pre-incident planning, fire investigations, and the total plan review process.

***Additional Resources Needed:*** Sample Construction Documents

***Audio/Visual Equip. Needed:*** Overhead Visualizer

---

Week 6			
1900	Vehicle Extrication Demo	DC Morgenthaler	PWCA Training Center

***Class Description:*** This section will provide the participant with the opportunity to operate the hydraulic rescue tools (spreader, cutter, and various rams) on an actual vehicle.

***Additional Resources Needed:*** 16 sets of PPE for participants and Heavy Rescue 151

***Audio/Visual Equip. Needed:*** N/A

---

Week 7			
1900	SCBA/Search and Rescue Drill	DC Morgenthaler	Training House

***Class Description:*** This class will provide the participant with the opportunity to use a self-contained breathing apparatus (SCBA) and search for a fire victim while the facepiece is blocked.

***Additional Resources Needed:*** 16 sets of PPE, 4 SCBAs, and various handtools

***Audio/Visual Equip. Needed:*** N/A

---

Week 8			
1900	Tours of Facilities/Apparatus Familiarization	DC Croom	FHQ-Training Room

***Class Description:*** This section will provide the participant opportunity to tour the Douglas County Communications Center and witness 9-1-1 call processing for various emergency services organizations. Tours of the additional three CRFD fire stations will also occur. While at each station, the participant will view CRFD fire apparatus.

***Additional Resources Needed:*** N/A

***Audio/Visual Equip. Needed:*** N/A

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Graduation Ceremony TBA

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# **Support Services Division – Training Bureau**

## **Castle Rock Fire and Rescue Department**

### **CITIZEN’S FIRE ACADEMY COURSE EVALUATION**

**Lesson Title:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Instructor:** \_\_\_\_\_

<b>COURSE/CLASS PRESENTATION</b>	<b>Poor</b>			<b>Excellent</b>	
Instructor Knowledge	1	2	3	4	5
Instructor Enthusiasm	1	2	3	4	5
Organization/Delivery	1	2	3	4	5
Quality of Content	1	2	3	4	5
Comments on Instructor: _____					

<b>TEACHING METHODS</b>	<b>Poor</b>			<b>Excellent</b>	
Materials/Handouts	1	2	3	4	5
Visual Aids	1	2	3	4	5
Student Participation	1	2	3	4	5
Comments on Teaching Methods: _____					

<b>FACILITIES</b>	<b>Poor</b>			<b>Excellent</b>	
Classroom	1	2	3	4	5
Equipment	1	2	3	4	5
Atmosphere	1	2	3	4	5
Comments on Facilities: _____					

<b>GENERAL</b>	<b>Poor</b>			<b>Excellent</b>	
Met Course/Class Learning Objectives	1	2	3	4	5
Overall, Does the Training Program Meet Your Expectations? [    ] Yes [    ] No					
If No, Why? _____					

*This form shall be completed after each course topic and returned to the Instructor.*